



**Karl E. Weick and Kathleen M. Sutcliffe. *Managing the Unexpected: Resilient Performance in an Age of Uncertainty*.** (San Francisco, CA: John Wiley & Sons, c2007.)

Managing the Unexpected is a study of implementing organizational change and learning based on what successful —high reliability organizations (HROs) do to perform reliably and at a high level of quality control. Weick and Sutcliffe maintain that organizations that take on an organizational mindset similar to hostage negotiation teams, emergency medical teams, nuclear power facilities, firefighters, and continuous processing plants will perform better; they are different because their price for failure is high. These organizations also think and act differently from —normal organizations- they struggle constantly to —get it right while fighting institutional complacency and arrogance. The authors give five indicators of a successful organization: track small failures, recognize and understand complex issues (—reluctance to simplify), attention to frontline workers (—sensitivity to operations), ability to rebound from errors (—commitment to resilience), and an ability to improvise effective first-line responses to crises (—deference to expertise). This little book (194 pages) is a valuable tool for managers looking to improve organizational performance in attainable ways.